



DRAFT 4

Progress Report: Assessing the University's Strategic Plan.

To help guide decision making in the dynamic financial environment facing the University, we have chosen benchmarks to assess progress on four strategic priorities against our peers and our own goals. We also take into account ABOR's 2020 Vision Plan and the Arizona Higher Education Enterprise Plan. These ambitious targets will require more resources than currently provided by the state, so strategic planning is both essential and difficult in a time of decreasing public funding.

Strategic Priorities

1. Expanding Access and Enhancing Educational Excellence
2. Increasing Achievements in Research, Scholarship and Creative Expression
3. Expanding Community Engagement and Workforce Impact
4. Improving Productivity and Increasing Efficiency

1. Expanding Access and Enhancing Educational Excellence

Benchmark 1: Student Enrollment

Enrollments have increased by 2% annually. To meet the ambitious goals of the ABOR 2020 plan, substantial increases must come from off-campus enrollments. Though these programs have lower costs per student, projected increases require state investments that are not currently envisioned.

Benchmark 1	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Student Enrollment (FY 2010)	38,767	45,185	2%	4%	4%	7%	46,100	51,500

Benchmark 2: Annual Undergraduate Tuition and Fees

Even with an increase of 20% this year, student costs remain well below our peers. Given constraints on state funding, substantial increases in tuition will be required in the coming years to meet our goals.

Benchmark 2	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
UG Tuition & Fees (FY 2011)	\$8,237	\$9,418	20%	13%	49%	18%	\$11,400	\$13,900

Benchmark 3: Student Indebtedness

Compared to national norms, our students have limited state support, but their indebtedness matches, or is slightly lower than our peers. As tuition increases, we must make certain that adequate financial aid is available. Such aid is essential if we are to meet our goals of increasing access and diversity.

Benchmark 3	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Median Student Indebtedness (FY 2009)	\$18,712	\$19,976	4%	1%	3%	5%	\$25,500	\$28,000

Benchmark 4: The Arizona Assurance Program

This scholarship program exemplifies the University's commitment to excellence and diversity. It is designed to assure that the University will be accessible to Arizona's lowest income families. To build on the achievements of this signature UA program, an increase in annual funding is required.

Benchmark 4	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
AZ Assurance Enrollments (FY 2011)	1,156	n/a	50%	n/a	93%	n/a	700	700

Benchmark 5: Student Diversity

The AZ Assurance Program is central to our continuing efforts to expand the diversity of our student population to provide opportunities to the diverse population of our state and region. These efforts continue to yield significant advances.

Benchmark 5	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Student Diversity - % Minority (FY 2010)	30%	23%	5%	3%	10%	6%	37%	41%

Benchmark 6: Degrees Awarded

Professional, doctorate, masters, and bachelor's degrees increased at a slightly higher rate than our peers. To meet our ambitious targets, we must continue to improve retention, increase recruitment of better-prepared students, and expand our transfer pipeline.

Benchmark 6		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Number of Degrees Awarded (FY 2009)	Bachelors	5,914	7,220	5%	2%	6%	3%	7,200	8,100
	Masters & Specialist	1,502	2,157	6%	5%	7%	10%	1,630	1,800
	Doctoral – Professional	345	533	6%	4%	-3%	-3%	530	620
	Doctoral – Research/Scholarship	479	680	6%	4%	4%	4%	520	550
	Total	8,240	11,110	6%	3%	6%	4%	9,880	11,070

2. Increasing Achievements in Research, Scholarship and Creative Expression

Benchmark 1: Faculty Diversity (T/TE)

Some progress has been made in hiring and retaining outstanding faculty from underrepresented backgrounds. We must still do better to compete for top candidates and retain outstanding performers.

Benchmark 1		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Faculty Diversity (T/TE) (FY 2010)	% Female	32%	31%	3%	2%	3%	2%	34%	36%
	% Minority	18%	18%	6%	0%	13%	7%	21%	22%

Benchmark 2: Faculty Salary Market Comparisons

Although salaries rose slightly in the past year, we continue to lose ground to our peers. As a result, we lose some our best faculty, and are less competitive in hiring top candidates. Given limited state resources, we must seek to increase salaries with internal funding.

Benchmark 2		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
UA Faculty Salary Comparisons (FY 2010)	Full	\$117,263	\$128,347	2%	1%	4%	5%	97%	100%
	Associate	\$79,645	\$85,880	0%	0%	2%	4%	97%	100%
	Assistant	\$67,954	\$75,161	2%	1%	1%	5%	96%	100%

Benchmark 3: Graduate and First Professional Enrollments

Enrollments increased by 1% in the past year, but this rate of growth will not achieve our stated goal of enrolling 10,000 graduate and first professional students by 2020. A major impediment is the lack of resources available to fund graduate students and program development.

Benchmark 3		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Grad & First Prof. Enrollment (FY 2010)		8,421	11,332	1%	3%	3%	3%	9,340	10,000

Benchmark 4: Total Research and Development Expenditures

We registered a modest gain in this area, though we are still behind our peers. The loss of key faculty remains a major threat for long-term growth in research funding.

Benchmark 4		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Total R & D Expenditures, in \$1,000s (FY 2009)		\$565,292	\$646,011	4%	11%	6%	9%	\$813,000	\$998,000

Benchmark 5: Faculty Awards and National Academy Members

Complete records of faculty awards are not currently compiled. We appear to lag a bit behind our peers, though there is little we can do in the short run to change this trend given faculty salary issues and state supported University funding.

Benchmark 5		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Faculty Awards (FY 2008)		18	22	-18%	-4%	0%	-8%	26	30
National Academy Members (FY 2008)		27	32	-10%	0%	-13%	-6%	36	40

Benchmark 6: Number of Postdoctoral Fellows

We improved on this benchmark, which is closely related to fields that generate external research funding. As with such funding, our progress in this area depends on retaining highly productive researchers, who attract and support excellent postdocs.

Benchmark 6		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Post Doctorates (FY 2007)		393	502	2%	-1%	15%	-1%	467	500

3. Expanding Community Engagement and Workforce Impact

Benchmark 1: Number of Invention Disclosures

Invention disclosures are expected to increase over the long run as a result of increased personnel charged with assisting faculty with technology transfers.

Benchmark 1	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Invention Disclosures (FY 2008)	101	181	-3%	10%	12%	16%	170	185

Benchmark 2: Public Service Expenditures

We lost ground in this area over the past year and continue to remain well behind our peers. As with other benchmarks, investments from the state are essential if we are to expand our services to the state.

Benchmark 2	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Public Service Expenditures, in \$1,000s (FY 2009)	\$69,843	\$126,427	-2%	17%	7%	23%	\$ 78,300	\$ 84,800

Benchmark 3: Major Agreements for Licenses and Options

The number of agreements for licenses and options on technologies increased 32%. These innovations involved varied business and community partners, including several new start-ups based on technological advances at the University.

Benchmark 3	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Major Agreements for Licenses & Options (FY 2008)	37	43	32%	0%	42%	-14%	81	89

Benchmark 4: Number of People Served by Cooperative Extension

Cooperative Extension programs reflect the range of services provided by the University to industries, communities, and families. Cooperative Extension helps people apply research to their everyday needs. These programs leverage over one dollar of outside funding for every state dollar invested.

Benchmark 4	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
People Served by Cooperative Extension (FY 2010)	333,812	n/a	6%	n/a	8%	n/a	325,000	325,000

Benchmark 5: Endowment Assets

As more recent data become available, market trends will show a decrease in this area for the University, as for our peers. Even more critical, our endowment is less than 31% of that of our peers. To build our endowment, we must build on the reforms implemented over the past several years.

Benchmark 5	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Endowment Assets, in \$1,000s (FY 2008)	\$518,709	\$1,678,963	-3%	6%	11%	25%	\$743,631	\$956,995

Benchmark 6: Annual Giving

Fiscal 2008 was a record year for private donations to the University, with almost \$154 million raised. However, with the downturn in the economy, the University saw an 8% drop from FY 2008 to FY 2009. More resources need to be invested in working from our database of over 640,000 donors.

Benchmark 6	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Annual Giving, in \$1,000s (FY 2009)	\$141,386	\$202,574	-8%	-2%	-2%	11%	\$176,828	\$199,022

4. Improving Productivity and Increasing Efficiency

Benchmark 1: Bachelor Degrees per 100 FTE Students

Planned increases in our four and six year graduation rates will result in improvements in this measure.

Benchmark 1	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Bachelors per 100 FTE Students (FY 2009)	21	24	3%	0%	2%	1%	22	22

Benchmark 2: Cost per Degree

The Transformation Plan and other reforms are helping us to improve our efficiency and should lower our cost per degree. Reorganizations and realignments of program are one way we are working to improve educational quality and increase research productivity while reducing costs.

Benchmark 2	UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
			UA	Peers	UA	Peers		
Full Educational Cost per Degree (FY 2009)	\$61,525	\$70,197	-3%	7%	3%	9%	\$ 68,900	\$ 74,600

Benchmark 3: Undergraduate Graduation Rates

Four-year graduation rates have improved but still lag behind some of our peers, largely because we educate a broader range of students. To meet our goals, we must continue to devote substantial resources to recruiting highly qualified students and to improving support for all our students.

Benchmark 3		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers		
Undergraduate Graduation % Rates (FY 2010)	4-yr Cohort Entering	Fall '05	Fall '05	6%	1%	13%	9%	Fall '11	Fall '15
	Graduation Rate	36%	51%					38%	40%
	6-yr Cohort Entering	Fall '03	Fall '03	2%	0%	4%	3%	Fall '09	Fall '13
	Graduation Rate	58%	81%					62%	65%

Benchmark 4: Freshman Retention Rate

Although our retention rate for non-resident students increased from 73% to 75%, both the resident and overall rate decreased slightly. A number of new initiatives are expected to move our retention rate toward our 2020 goal of 90%.

Benchmark 4		UA	Peers' Median	1 Year Change		2 Year Change		2016 2020 Targets	
				UA	Peers	UA	Peers	Fall '14	Fall '18
Freshman Retention % Rates (FY 2011)	Actual Cohort Entering	Fall '09	Fall '09						
	Resident	79%	n/a	-2%	n/a	-1%	n/a	86%	91%
	Non-resident	75%	n/a	3%	n/a	-3%	n/a	83%	88%
	Total	77%	92% (estimated)	-1%	0%	-3%	0%	85%	90%

Note: Arizona Board of Regents (ABOR) peers include: Michigan State Univ, Ohio State Univ, Pennsylvania State Univ, Texas A&M Univ, Univ California-Davis, Univ California-Los Angeles, Univ Florida, Univ Illinois-Urbana Champaign, Univ Iowa, Univ Maryland-College Park, Univ Minnesota-Twin Cities, Univ North Carolina-Chapel Hill, Univ Texas-Austin, Univ Washington, Univ Wisconsin-Madison

The University of Arizona - Strategic Plan Scorecard

Measure (Benchmark Fiscal Year)	UA	Peers' Median	1 Year Change		2 Year Change		Targets		Source	
			UA	Peers'	UA	Peers'	2016	2020		
1. Expanding Access and Enhancing Educational Excellence										
Student Enrollment Head Count (2010)	38,767	45,185	2%	4%	4%	7%	46,100	51,500	IPEDS	
Annual UG Tuition & Fees (2011)	\$8,237	\$9,418	20%	13%	49%	18%	\$11,400	\$13,900	AAUDE	
Median Student Indebtedness Total (2009)	\$18,712	\$19,976	4%	1%	3%	5%	\$25,500	\$28,000	CDS	
# of AZ Assurance New Freshman (2011)	1,156	n/a	50%	n/a	93%	n/a	700	700	UA-OIRPS	
Student Diversity (2010)	% Minority	30%	23%	5%	3%	10%	6%	37%	41%	IPEDS
# of Degrees Awarded (2009)	Bachelors	5,914	7,220	5%	2%	6%	3%	7,200	8,100	IPEDS
	Masters & Specialist	1,502	2,157	6%	5%	7%	10%	1,630	1,800	IPEDS
	Doctoral - Professional Practice	345	533	6%	4%	-3%	-3%	530	620	IPEDS
	Doctoral - Research/Scholarship	479	680	6%	4%	4%	4%	520	550	IPEDS
	Total	8,240	11,110	6%	3%	6%	4%	9,880	11,070	IPEDS
2. Increasing Achievements in Research, Scholarship, and Creative Expression										
Faculty Diversity (T/TE) (2010)	% Female	32%	31%	3%	2%	3%	2%	34%	36%	IPEDS
	% Minority	18%	18%	6%	0%	13%	7%	21%	22%	IPEDS
UA Faculty Salary Market Comparisons, Weighted Average Salaries (2010)	Full	\$117,263	\$128,347	2%	1%	4%	5%	97%	100%	AAUP
	Associate	\$79,645	\$85,880	0%	0%	2%	4%	97%	100%	AAUP
	Assistant	\$67,954	\$75,161	2%	1%	1%	5%	96%	100%	AAUP
Grad. & First Prof. Total Enrollment (2010)	8,421	11,332	1%	3%	3%	3%	9,340	10,000	IPEDS	
Total R&D Expenditures, in \$1,000s (2009)	\$565,292	\$646,011	4%	11%	6%	9%	\$813,000	\$998,000	NSF	
Faculty Awards (2008)	18	22	-18%	-4%	0%	-8%	26	30	Center	
# of Nat'l Academy Members (2008)	27	32	-10%	0%	-13%	-6%	36	40	Center	
# of Post Docs. (2007)	393	502	2%	-1%	15%	-1%	467	500	Center	
3. Expanding Community Engagement and Workforce Impact										
# of Invention Disclosures (2008)	101	181	-3%	10%	12%	16%	170	185	UA-VPR	
Public Service Expenditures, in \$1,000s (2009)	\$69,843	\$126,427	-2%	17%	7%	23%	\$ 78,300	\$ 84,800	IPEDS	
# of Major Agreements for Licenses & Options (2008)	37	43	32%	0%	42%	-14%	81	89	UA-VPR	
# of People Served by Coop. Ext. (2010)	333,812	n/a	6%	n/a	8%	n/a	325,000	325,000	UA-Ag	
Endowment Assets, in \$1,000s (2008)	\$518,709	\$1,678,963	-3%	6%	11%	25%	\$743,631	\$956,995	Center	
Annual Giving, in \$1,000s (2009)	\$141,386	\$202,574	-8%	-2%	-2%	11%	\$176,828	\$199,022	VSE	
4. Improving Productivity and Increasing Efficiency										
Bach. Degrees per 100 FTE Students (2009)	21	24	3%	0%	2%	1%	22	22	IPEDS	
Full Educational Cost per Degree (2009)	\$61,525	\$70,197	-3%	7%	3%	9%	\$ 68,900	\$ 74,600	IPEDS	
Undergraduate Graduation % Rates (2010)	4-Year Cohort Entering	Fall '05	Fall '05	6%	1%	13%	9%	Fall '11	Fall '15	IPEDS
	Total	36%	51%					38%	40%	
	6-Year Cohort Entering	Fall '03	Fall '03	2%	0%	4%	3%	Fall '09	Fall '13	IPEDS
Total	58%	81%	62%					65%		
Freshman Retention % Rate (2011)	Actual Cohort Entering	Fall '09	Fall '09	-2%	n/a	-1%	n/a	Fall '14	Fall '18	IPEDS
	Resident	79%	n/a					86%	91%	
	Non-resident	75%	n/a	3%	n/a	-3%	n/a	83%	88%	
	Total	77%	92%	-1%	0%	-3%	0%	85%	90%	
			estimated							

Note: Arizona Board of Regents (ABOR) peers include: Michigan State Univ, Ohio State Univ, Pennsylvania State Univ, Texas A&M Univ, Univ California-Davis, Univ California-Los Angeles, Univ Florida, Univ Illinois-Urbana Champaign, Univ Iowa, Univ Maryland-College Park, Univ Minnesota-Twin Cities, Univ North Carolina-Chapel Hill, Univ Texas-Austin, Univ Washington, Univ Wisconsin-Madison